

15 July 1982

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Executive Director

Deputy Director for Administration

STAT FROM:


Chief, Psychological Services Division
Office of Medical Services

SUBJECT: Proposed Uniform Testing Policy

REFERENCES: (A) Memo from DDCI to C/PSD on this and other topics,
dated 14 November 1980
(B) Memo from C/PSD to DDCI proposing establishment of
a panel on uniform testing policy, dated 8 May 1981

In accordance with the provisions spelled out in the two referenced memoranda (copies attached), the Panel on the Establishment of Uniform Testing Policy offers for your consideration a draft of a proposed uniform testing policy which is, in the opinion of the Panel, consistent with current Agency personnel selection policies and with the Uniform Guidelines on Employee Selection Procedures. The Panel will be happy to meet with you or your representatives if you desire additional background on the work of the Panel since its formation in May of 1981.

cc: All Panel Members
DMS

 STAT

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Implementation Plan for Uniform Guidelines - Phase II
Responsibilities

FROM:

Deputy Director of Central Intelligence

EXTENSION

NO.

Executive Registry 80-3353/7

STAT

DATE

14 November 1980

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/Psychological Services Staff
706 C of C Bldg.

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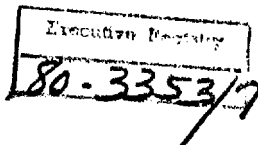
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14 NOV 1980

MEMORANDUM FOR: Chief, Psychological Services Staff

FROM: Deputy Director of Central Intelligence

SUBJECT: Implementation Plan for Uniform Guidelines - Phase II Responsibilities

1. As you recall, I approved certain recommendations regarding implementation of procedures required by the Uniform Guidelines on Employee Selection Procedures in February of this year. This implementation was to proceed in two "phases;" Phase I, designed to bring the Agency into immediate compliance, provided for the required collection and analysis of data; Phase II, which addresses policy considerations, places more emphasis on management responsibility. Phase I went into effect on 1 October and appears to be functioning as expected. It is time now to focus on getting Phase II underway.

2. The Chief, Psychological Services Staff, is charged under Phase II with the following responsibilities:

a. With the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity for initiating a program of research into alternative selection procedures and methods; and

b. With the Directors of Training and Education and Personnel Policy, Planning, and Management for the formulation of a comprehensive testing policy to be coordinated with the Headquarters Regulations.

3. So that I have a clear understanding of how these responsibilities will be discharged, you are requested to submit to me by 16 January 1981 a detailed plan for each responsibility, describing your strategy, specifying the resources required, establishing a timetable for accomplishment, and identifying the responsible officer. Of course, plans pertaining to shared responsibilities should be fully coordinated with the other Agency officials involved

STAT



Frank C. Carlucci

cc: DDA
D/MS

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Establishment of Uniform Testing Policy

FROM:

C/PSD/OMS
706 C of C Bldg.

EXTENSION

NO.

DATE

8 May 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDCI
Attn: [redacted]
7-E-12 hqrs.

5/18 →

DM

Concur. 15 May 1981

Acting Director of Medical Services

2.

3.

Bob Gates

5/18 5/18

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DDCI

5/19

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JRC 5/19

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5/19 →

DM

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C/PSD/OMS

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81-766/4

8 May 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

STAT
FROM:Chief, Psychological Services Division
Office of Medical Services

SUBJECT: Establishment of Uniform Testing Policy

REFERENCES: (A) Memo from DDCI to C/PSD on this and
other topics dated 14 November 1980
(B) Memo from C/PSD to DDCI on comprehensive testing policy dated 13 March 1981

1. Reference A charged Chief, Psychological Services Division, with the responsibility for submitting recommendations, coordinated with the Directors of Training and Education and Personnel Policy, Planning, and Management, on the establishment of uniform testing policy in CIA. This was done in Reference B submitted to your office on 13 March 1981. I subsequently learned from that the Office of Equal Employment Opportunity had expressed to you reservations about the uniform testing policy recommendations as submitted. In looking into this matter I learned that the EEO Office had inadvertently been omitted in Mr. Carlucci's memorandum of 14 November 1980 (Reference A) from the list of Agency components with whom uniform testing policy recommendations should be coordinated. I learned this through discussions with O/EEO officials and through examination of the final version of the Agency's Uniform Guidelines on Employee Selection Procedures: Implementation Plan, which I had not seen previously. Based on these developments, I proposed to you through that a panel be formed to study further the establishment of uniform testing policy and that all Agency groups with a direct vested interest in this problem be represented on the panel. At present, this panel is chaired by me and contains representatives from the Offices of Personnel Policy, Planning, and Management, Training and Education, and Equal Employment Opportunity, as well as representatives from the Psychological Services Division, Office of Medical Services.

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SUBJECT: Establishment of Uniform Testing Policy

2. Based on the results of the initial meeting of the panel, which was held on 21 April 1981, it was proposed that the panel would:

- A. Survey the Agency to insure that all components who routinely administer tests as part of employment selection processing are known to the panel so that uniform testing policy recommendations applicable to all Agency testing can be developed. Representatives from components who engage in specialized testing would be asked to sit on the panel on an ad hoc basis.
- B. Identify and solicit the views of Agency components who have no direct role in the administration of employment tests, but who nevertheless might have strong interests in the establishment of uniform testing policy.
- C. Review the attempts of other organizations, both inside and outside the federal government, to establish uniform testing policy. The panel would like to discuss this issue with representatives from other organizations faced with this particular aspect of uniform guidelines implementation.

3. On or about 1 October 1981, the panel would hope to be in a position to submit to you a detailed plan and timetable for the establishment of uniform testing policy. The panel foresees submission of a draft Headquarters Notice on uniform testing policy for regulatory coordination in accordance with the timetable to be submitted to you on or about 1 October 1981. In order to accomplish these objectives, the panel plans to meet at least once every two weeks, and more often if necessary.

OK

STAT

Distribution:

DDA
D/PPP&M
DTE
D/EEO
DMS

ALL PORTIONS OF THIS DOCUMENT ARE UNCLASSIFIED

PERSONNEL SELECTION AND TESTING POLICY

GENERAL POLICY

The Agency recognizes that effective and equitable personnel selection is essential to accomplish its mission. Accordingly, it is Agency policy to conform to established professional standards in the use of all personnel selection procedures. Typical sources of selection data include standardized paper-and-pencil tests, personality inventories, interest inventories, biographical information forms, interviews, educational and work experience information, estimates of potential, or a combination of these. To be useful, selection data must be valid, i.e., job-related in one or more of the following three ways: Selection data must (a) be directly related to job performance; (b) measure attributes known to be important determinants of job performance; or (c) measure directly actual job skills.

Operating officials are responsible for ensuring that selection decisions made in their respective components comply with this policy. Technical support in the development and use of selection procedures is provided by the Offices of Personnel, Medical Services, and Equal Employment Opportunity.

USE OF MULTIPLE SELECTION DATA

Personnel selection in the Agency is based upon multiple selection data. Managers and other Agency officials involved in employment decisions must consider carefully all available selection data, which typically include the Personal History Statement, academic transcripts, letters of recommendation, impressions derived from interviews, reports of test results, and Performance Appraisal Reports for employees under consideration for reassignment or advancement. Medical and security data are evaluated independently by the Office of Medical Services and the Office of Security, respectively, and are not normally available to other Agency officials.

The selection decision must be supported by a preponderance of the available selection data. In those instances where the data are inconsistent or contradictory, the employment official must attempt to resolve the discrepancies. In no instance should an employment or assignment decision be based on a single source of selection data when other available selection data are equally job-related.

The ultimate purpose of selection data is to enable employment officials to predict which applicants or employees will perform successfully in a particular job setting. In making selection decisions, employment officials must evaluate the available selection data for relevance to the job for which the

applicant or employee is under consideration; that is, the selection data must be related to job performance. Agency employment officials are to examine selection data continually to ensure that this requirement is met. The determination that selection data are job-related constitutes evidence that they are valid and can be used equitably in personnel selection.

USE OF TEST RESULTS

Psychological and aptitude test results, as one source of selection data, typically provide information about an individual's abilities, aptitudes, interests, personality, and general suitability for employment and have the highest utility in selecting persons in the following categories: (a) applicants for Agency employment; (b) Agency employees in nonprofessional positions under consideration for reassignment to professional positions; and (c) professional employees under consideration for reassignment to professional positions involving a substantial change in nature of duties or increase in level of professional responsibility. To ensure uniformity in the selection process, Agency employment officials are to request psychological and aptitude test results on all persons included in the above categories. Exceptions to this requirement must be approved by the Director of Personnel.

All tests used for personnel selection in the Agency will be properly validated in accordance with principles established by the American Psychological Association and with requirements contained in the Uniform Guidelines on Employee Selection Procedures. Such tests will also be evaluated specifically to determine whether they discriminate unfairly on the basis of race, color, national origin, age, sex, religion, or physical/mental handicap. If it is determined that a test produces adverse impact on persons in any of these categories, that test will be modified to reduce the adverse impact or replaced with an alternative selection procedure of comparable validity which minimizes adverse impact.

Components administering tests as part of a selection process are required to demonstrate the job-relatedness of the test results. Chief, Psychological Services Division, is the official responsible for assisting Agency components in determining the validity and fairness of their tests, utilizing for this purpose where appropriate job-analysis data provided by the Office of Personnel. The Office of Personnel is responsible for the Agency job-analysis program; interested components should direct requests for assistance in job analysis to appropriate officials in the Office of Personnel.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposed Uniform Testing Policy

FROM:

EXTENSION

NO.

[REDACTED] h.D. C/PSD
PSD/OMS, 706 C of C

[REDACTED] DATE
15 July 1982

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

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1. Deputy Director for Administration
7D 24 Hqs.
2. Executive Director
7D 55 Hqs.
3. Deputy Director of Central Intelligence
7D 6011 Hqs.
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